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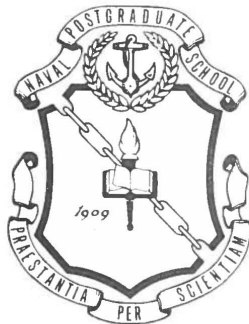


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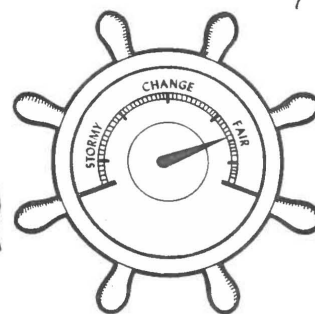
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# The BAROMETER



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EDITOR:

LCDR Thomas J. LOFTUS, SMC #2034

*The BAROMETER is a student newspaper for the exchange of ideas and information concerning the development and improvement of the professional environment at NPS and within the U. S. Navy.*

OFFICERS, FACULTY, STAFF and WIVES are invited to contribute articles of interest to the BAROMETER, c/o The Editor.

## GUEST EDITORIAL

The subject of objectives, which naturally dominates all aspects of military thinking, first becomes prominent in all the implications of the concepts of conflict.

The nature and depth of the world conflict is such that the proponents of a free society can never "win the war," for when one threat is repelled, another will rise. "Winning the war" has an implication of finality quite different from the reality of life. Instead of holding the concept of "winning the war" we should concentrate on the task of attaining the objectives of our free society. We must attain these objectives in spite of sometimes losing certain phases of the struggle.

While we cannot look forward to a definite victory, we can lose. That is, not only may we fail to obtain our objectives, but we may suffer such a specific political or military defeat that our civilization and our values will be overthrown. This situation makes greater demands on our intellect, our character, and our poise than does the older concept of war as a contest that can be definitely won.

However, national objectives can seldom be expressed in simple, straightforward terms that give explicit guidance to strategic and operational planners. Instead the objectives must be expressed in general, intangible, and at times idealistic terms. If such generalities are to be useful, they require careful analysis - not mere statement. This analysis should also include a description of what constitutes a satisfactory attainment of objectives. Obviously, this is a difficult task, and one can expect differing opinions as circumstances develop. Nevertheless, it is necessary if the subsequent action is to be practical. In other words: Strategic realism requires the analysis of objectives followed by an appraisal of expectations.

RADM Henry E. Eccles, USN (Ret.), Military Concepts and Philosophy

## LETTER TO THE EDITOR

"The Need for a New Gymnasium," LT Clayton H. Spikes, USN

The other day, after finding all (i.e. both) the squash courts at the gym being used, I decided to get in a set of tennis. After a futile attempt to check out some tennis balls, I lethargically strode back to my next class, none the worse for wear, to say the least. As I passed the monolith that will soon (?) house our new library, I couldn't help but wonder why a new gymnasium wasn't being erected in its place. One who tries to get in an hour's worth of handball, squash, or paddleball often finds the

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sought-after physical exercise consists mainly of racing over to the gym in hopes of finding a vacant court; which is very unlikely since they're usually signed up for a week in advance. And the one mini-basketball court hardly merits an accredited academic institution such as ours. If tennis is your forte, you'll have to get in line to use one of the many (i.e. four) courts on campus. It seems many of the Fort Ord and DLI personnel find it more convenient to use our facilities than trek over to their respective military installations. If no new courts are in the offing, would it be too much to ask that perhaps just the noon hour be reserved for our students?

Many officers are befuddled as to why this lack of facilities has not been corrected since the number of students, faculty and staff personnel has increased so much in the last few years. Those who are so inclined find it increasingly difficult to heed the numerous verbal and written reminders from our Commander-in-Chief on down to make sure we get in our (required) physical exercise.

On the other hand, I have yet to find the present library filled to capacity with students, and have never heard of any complaints as to its lack of facilities. To further bewilder the would-be jocks here at NPS, there has been some interesting renovation going on at Ingersoll Hall. All the stairwells have been wallpapered, at the modest price of \$8.00 a foot (information furnished by a friendly workman). To the majority of the student body, it seems absurd that money would be spent making stairwells look pretty when there is such a drastic need for better athletic facilities.

No doubt, photographs of our impressive new library will grace the cover of the NPS catalogue and numerous other military periodicals. Perhaps in its place, an etching of the NPS gymnasium would be more appropriate.

#### EDITORIAL COMMENT

This letter was apparently intended to stress the poor condition of the athletic facilities at NPS, but at the expense of the new library. In response to this request I talked to the Resident Officer in Charge of Construction (ROICC) to find out what plans existed for the improvement of the existing facilities. The ROICC or Public Works Officer showed me the plans for the construction of a 27,000 square foot gym and additional tennis courts to be located next to the swimming pool. The project was proposed by the school and submitted by our sponsor, BUPERS. The construction is now projected for FY 74, but with the current economy moves, it is logical to expect a delay beyond that time.

It is true that the athletic facilities do not measure up to the requirements of a command of this size. The Public Works Officer was ready to admit this. But this does not justify berating the library to press the importance of new recreational facilities. Before a new building is proposed for construction, a list of requirements for that command is reviewed. These requirements are those necessary on a Navy-wide basis, for a particular type of command to fulfill its mission. The construction of the new library would not have been approved unless just such a study had been conducted to show the need for the new building. It is not sufficient to count the number of students who frequent the library at any one time of day to verify this need. The real measure of the need is seen in the utilization of the services the library can offer and the need for these services in an academic environment is the educational mission of the school to be fulfilled.

It is really not necessary to attack another requirement to stress the importance of a better gym or other athletic facilities. The need has already been recognized by the command and every reasonable effort made to help improve the condition.

#### WHAT EMPLOYEES WANT IN AN APPRAISAL

The following selection taken from an article by Thomas C. Laughlin and Daniel P. Kedzie in the July issue of Best's Review (a company publication of A. M. Best, Inc.) raises some interesting points which can be related to military evaluation.

In working with diverse groups whose titles range from first-line supervisor to company president, and in some cases people who supervise no other people at all, on a highly participative basis, we raise the following question: "What would be necessary in an appraisal to make it a really helpful experience for you?"

Once the question has been posed and the fact established that answers deal with the development of an ideal appraisal, the group starts talking about the ingredients of this ideal appraisal.

- How am I going to be measured?
- What kinds of standards will be used to measure my worth?
- Will I have any say in them? Can I help set them?
- Who will appraise me?
- Will there be real two-way communications in the appraisal?
- I would like to know the appraiser's motives -- what does he really intend in the appraisal process? Can I trust him?
- Are there any conformity limits to the interview? If so, I want to be told about them in advance.
- Is he honest in what he tells me?
- Is the person doing the appraisal listening to what I say?
- What kinds of rewards are available to me in the situation I am in? How does he know that they are the kinds of rewards that are meaningful to me? I want him to find out.
- I would prefer to have appraisal a continuous process -- not just done by a schedule. Tell me the good things I do when I do them, and help me when I need help.
- Is the appraiser interested in me? I want him to be.
- Who else will see the results of the appraisal? I would like to have it treated confidentially by anyone who sees it, and the fewer the better.

#### EDITORIAL COMMENT

First of all, the article points out the necessity of involving the subordinate (employee) in the evaluation process if the appraisal is to be a meaningful and helpful experience for him. He should know ahead of time against what standards he will be measured and that the standards which will be used will have real applicability in his individual case. If his immediate superior (Chief or leading petty officer) will be submitting an input to the evaluation, or even writing the rough draft, the subordinate should understand the process whereby his performance will be appraised and who will contribute to this appraisal. Then there must be honest, two-way communications between the two parties to the process and not just the usual, "This is what I gave you."

The most difficult part of the evaluation and the part called for with increasing frequency in discussions such as that quoted above, is the one most often lacking. By asking himself questions such as "Can I trust him? Is he honest in what he tells me? Is the appraiser interested in me? I want him to be"; the subordinate is demonstrating in a way we are just now beginning to appreciate, a demand for a commitment by the appraiser. The division officer, department head, commanding officer, who is writing evaluations which influence the progress and future advancement of his men, be they officer or enlisted, has to show a true interest in the individual.

This interest may have existed before now in the wardroom or divisional spaces, and may have been exemplified in many little ways, formal or informal. Now it is being required of us by our subordinates if they are to look upon the evaluation as anything better than a club to be held over their heads or handed out like a goodie bar.

Tailoring this realistic appraisal to the individual will make further demands on our time. With a large division, it will not be accomplished without a great deal of effort and a certain amount of planning. The process must begin with an understanding between the two parties, refreshed at the beginning of the grading period (combined with the review of the previous period). It is then that the subordinate can make his input, and establish his half of the communications link. Here some specific goals for the coming period can be determined so that the "standardized report forms" can take on a meaningful interpretation. Any particular problems of understanding what is to be expected should be cleared up at this time.

If the appraiser is to reach the end of the grading period ready to write this evaluation, particularly if he has a large division, he must make the evaluation a continual process. Comment cards should be maintained for each individual which show



the goals agreed upon, the standards to be used, and any progress made during the period. Short, pointed notes written on these cards by the appraiser at the time the observation was made will make the real difference when the time comes to describe the man's performance. This was one of the intended functions of the old division officer's notebook.

A man who begins with a real interest in the welfare of the individual he is to evaluate and who gets the individual to enter into and believe in the process will find out that the evaluation can act as a vehicle for progress. If the subordinate believes at the outset of the period that what he does will be realistically matched against standards he has a chance to fashion and that the officer or petty officer doing this measuring is interested in his (the subordinate's) progress, then he will be more inclined to try to measure up. At least he will understand what is expected of him and appreciate what is going on in this appraisal process.

This discussion has steered clear of the technical problems involved in working out appraisal forms which will be meaningful for the large numbers of individuals evaluated throughout the service. There is a significant problem in obtaining forms which can be accurately understood by all those who are called upon to use them, so they can be utilized in an objectively uniform way for each man to contribute to the two-way communications process described above.

The officer who is able to show this much leadership and management acumen deserves a reward. What type of reward should he receive for doing this portion of his job in such an outstanding fashion? He should be blessed with a superior who is just as interested in him and just as convinced in the importance of making the appraisal process meaningful.

#### WHAT IS NEW?

Changes made in the organization of the office of the Chief of Naval Operations have been announced and reviewed in an article "Fundamental Changes in the Navy" in the August 1971 issue of Government Executive. Some of the changes are listed below for general information of our readers.

1. The directorates of communications and intelligence have been combined into the Office of Command Support. Under RADM Frederick J. Harlfinger all information collected by intelligence means, conveyed by communications means, and massaged by ADP are coordinated. This office also encompasses Weather and Security Group matters.

2. Deputy CNO for Fleet Requirements and Readiness has been divided into Deputy CNO for Submarines (OP-02), Deputy CNO for Surface (OP-03) and Deputy CNO for Air. Thus the Deputy CNO for air is assigned responsibility for carriers, Deputy CNO for Surface responsibility for all ship programs except carriers and submarines.

3. The instigation of the officer Deputy CNO for submarines is the first step in the elevation of the independence and importance of submarines in naval planning. This development was recommended by VADM Rickover and adopted by Congressman Rivers before his death.

4. Greater authority has been given the Director of Navy Program Planning, CNO's assistant for all matters associated with studies, analyses, programming and budgeting. This office forms a new fiscal control center to aid CNO in the continuous programming process.

5. The CNO Advisory Board has been changed into a CNO Executive Board which not only advises CNO but also follows upon the different programs which come under its purview.

6. The Bureau of Personnel and the Reserve Organization are under study and more changes are expected in these areas.

#### REQUEST FOR ASSISTANCE

The Barometer is not connected with any one curriculum. As a matter of fact it encourages comment from all areas of the student body. In order to broaden the editorial base and provide for more than a one-man directive, I am requesting anyone interested in working with me on the Barometer to drop me a line in SMC 2034.